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REPORT ON THE USE OF GLOBAL FUNDS FOR THE BIENNIUM 1992-1993

SUMMARY

The present report provides information about the use of global funds during the biennium 1992-1993. The new biennial budget for global funds became operational in 1992-1993. An interim report for 1992, the first year of the biennium, was presented to the Executive Board at its 1993 regular session (E/ICEF/1993/P/L.30).

The present report attempts to respond to the Executive Board's request for comprehensive information on the utilization of global and regional funds and, at the same time, to address the need to be as concise as possible. The report consists of a short main report, complemented by 10 statistical tables detailing allocations, expenditures and posts financed from global funds. The addendum to the present report (E/ICEF/1994/P/L.38/Add.1) details programme activities. The main report also responds to Executive Board concerns regarding (a) the criteria for the allocation from Programme Funds for the 1990s Goals to headquarters and (b) the implications of merging the Interregional Fund for Programme Preparation, Promotion and Evaluation with the administrative and programme support budget.

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INTRODUCTION

1. In 1992, the Executive Board approved the reorganization and consolidation of the 17 global funds into the following 4 funds (E/ICEF/1992/13, decision 1992/36 A):

(a) Interregional Fund for Programme Preparation, Promotion and Evaluation (IFPPE);

(b) Programme Funds for the 1990s Goals (PF90s);

(c) Emergency Programme Fund (EPF);

(d) Regional funds for programme preparation, promotion and evaluation, and any other special fund for regional activities.

2. The Executive Board also decided in 1992 that all global and regional funds should operate on a biennial basis. The biennial arrangement became operational for the first time for the years 1992-1993. An interim report on the use of global funds in 1992 was presented to the Executive Board at its 1993 regular session (E/ICEF/1993/P/L.30). This report presents information about the utilization of the global and regional funds for the biennium 1992-1993.

3. The present report attempts to respond to the Executive Board's request for comprehensive information on the utilization of global and regional funds, including the results achieved and contributions to programme acceleration and innovation. The format of the report also addresses the need to be as concise as possible. The report consists of a short main text containing basic information on the utilization of the funds. The main report is complemented by 10 tables and a descriptive addendum, contained in document E/ICEF/1994/P/L.38/Add.1. The present report also addresses the following two issues on which the Executive Board requested information: (a) criteria for the allocation of funds from PF90s to various activities at headquarters; and (b) implications of transferring programme preparation and evaluation activities from IFPPE to the administrative and programme support budget.

I. OVERVIEW

4. The revised global funds budgets for 1992-1993 as approved by the Executive Board at its 1993 regular session (E/ICEF/1993/P/L.3 and Add.1) were $142.6 million in general resources and $181.3 million in programmes for supplementary funding. The amount of supplementary funds actually received during the biennium was $71.3 million. The rates of utilization of the global funds during the biennium were 85 per cent for general resources and 74 per cent for supplementary funds received (see tables 5 and 6). As discussed at the Executive Board on several occasions, the objective of the global funds, especially PF90s, is to respond to opportunities for acceleration and innovation and, therefore, not necessarily to spend the total approved amounts for the biennium.

5. The approved budget allocations for headquarters were 40 per cent of general resources and 8 per cent of approved supplementary funds. Actual expenditure at headquarters was 44 per cent for general resources and 17 per cent for supplementary funds. The overall approved amount from both general resources and supplementary funds for headquarters was 22 per cent of the total approved global funds budget, and overall expenditure was 32 per cent. In absolute amounts, expenditures at headquarters were lower than the budgeted figures (see table 4). The percentages were higher than those indicated in the budget because of the actual lower receipt of supplementary funds and somewhat slower utilization of country allocations than expected. However, the title "global funds" is somewhat misleading. Not only are over two thirds of those funds spent directly through country programmes but also the amounts spent by headquarters are primarily for direct support to country-level operations.

6. The approved supplementary funds amounts in the global funds budgets represent a compromise between expressed needs in country programmes for high priority activities, on the one hand, and a judgement about potential donor response, on the other. The difference between the approved amount and the amount actually received was not unexpected. However, donor response in the health sector has been significantly better than in education, water supply and sanitation and the intersectoral programmes in part owing to a contribution of $26 million by Rotary International. The UNICEF secretariat recognizes that a greater effort has to be made to attract supplementary contributions in those areas both for direct country programme funding and for global funds as a channel for supporting field activities.

7. The newly introduced biennium budget arrangement imposed a constraint on the utilization of country allocations from PF90s. Funds not utilized from allocations made in the latter half of 1993 were not available to be spent at the end of the biennium. In the light of that experience, the country offices and managers of funds are paying greater attention to the annual phasing of expenditure in preparing and reviewing proposals for funding. As a result, the utilization of funds allocated to field offices from PF90s is expected to improve.

8. General resources expenditure for global funds in 1992-1993 was 15 per cent of total UNICEF programme expenditure (see table 1 below), of which 8.5 per cent was spent at country and regional levels and 6.6 per cent at headquarters, in support of country programmes or for collaboration with other United Nations agencies and resource organizations. For supplementary funds, the global funds receipt during the biennium represented 9.5 per cent of total supplementary funds received by UNICEF. Global funds expenditure from supplementary funds was 7.0 per cent of total UNICEF supplementary funds expenditure in 1992-1993, almost entirely at the country level (see table 2 below).

Table 1. General resources for global and regional funds, 1992-1993

	Approved global funds allocations (Millions of United States dollars)	Global funds expenditures (Millions of United States dollars)	As a percentage of UNICEF programme expenditures
Country level	56.0	43.2	5.4
Regional level	28.4	24.6	3.1
Headquarters	58.2	53.4	6.6
Total	142.6	121.2	15.1

Table 2. Supplementary resources for global and regional funds, 1992-1993

	Funded global funds (Millions of United States dollars)	Global funds as a percentage of UNICEF supplementary funds received	Global funds expenditures (Millions of United States dollars)	Global funds expenditure as a percentage of UNICEF supplementary funds expenditure
Country level	- a/	- a/	48.9	6.5
Regional level	- a/	- a/	0.8	0.1
Headquarters	- a/	- a/	3.1	0.4
Total	71.3	9.5	52.8	7.0

a/ Supplementary funds proposals were not specifically broken down into headquarters, regional and country allocations; hence, no figures are shown for these categories.

9. The project posts charged to global and regional funds are shown in tables 8, 9 and 10. The total numbers of Professional and General Service posts supported by all global and regional funds from general resources were 118 and 90, respectively, at the end of 1993 against approved numbers of 114 and 90, respectively (see table 3 below). The slightly higher number was due to advance recruitment in posts approved for 1994 to meet urgent programme work requirements.

Table 3. Summary of posts charged to global and regional funds from general resources

	Approved 1992-1993		Actual as at 31 December 1993		As a percentage of UNICEF staff as at 31 December 1993	
	IP	GS	IP	GS	IP	GS
Headquarters	74	55	77	55	5.5	1.5
Regions	40	35	41	35	3.0	1.0
Total	114	90	118	90	8.5	2.5

IP = international Professional.
GS = General Service.

10. Regional allocations of global funds are shown in table 7. Of the $75 million from general resources, including emergency funds allocated during the biennium, Africa received 33 per cent; the Americas and the Caribbean, 32 per cent; Asia, 19 per cent; the Middle East and North Africa, 7 per cent; the new independent States and Central and Eastern Europe, 4 per cent; and intercountry and high-income country programmes, 5 per cent. Of the supplementary funds allocations of $51 million, Africa again received the highest amount with 39 per cent; followed by Asia with 36 per cent; the Americas and the Caribbean, 15 per cent; the Middle East and North Africa, 10 per cent; and the new independent States and Central and Eastern Europe, 0.2 per cent.

II. INTERREGIONAL FUND FOR PROGRAMME PREPARATION, PROMOTION AND EVALUATION

11. The approved allocation for IFPPE for the biennium 1992-1993 was $25 million. Expenditures for the biennium in the amount of $21.2 million supported activities under the following five categories: (a) studies and evaluation; (b) special programme support activities; (c) cooperation with the United Nations and other agencies; (d) knowledge generation, knowledge networks and experience exchange; and (e) programme promotion.

12. For the biennium 1992-1993, the Executive Board approved 73 posts, comprising of 39 international Professional and 34 General Service staff. Actual employment stood at 40 Professional and 34 General Service staff at the end of 1993. The headquarters posts charged to IFPPE by level are shown in table 9.

A. Studies and evaluation

13. National capacity-building for programme evaluations was a major activity during the biennium. One hundred staff members from 50 country offices participated in intensive workshops on evaluation and research methodologies. Training for capacity-building at subnational levels was supported in nine countries. Thematic evaluations were conducted on emergency programmes and growth monitoring and promotion. Other activities supported included a workshop on child-rearing practices; consultations on the promotion of women's income generation; a global workshop on psycho-social trauma affecting women and children in emergencies; and follow-up of multi-donor evaluation activities. During the biennium, work progressed on establishing the UNICEF evaluation database. A trial version of CD-ROM, with 6,000 entries, has been distributed to regional offices as well as to selected country offices.

B. Special programme support activities

14. The Office of Social Policy and Economic Analysis, with IFPPE support, analysed costs of national programmes of action; provided country-level support to enhance the cost-effectiveness of programmes; and assisted four countries with studies related to the restructuring of national budgets, thus contributing to the development of the "20/20" concept. Advocacy for "adjustment and development with a human face" remains an ongoing activity of the office. IFPPE continued to support the history project, which was designed to record and preserve the institutional memory of UNICEF. Programme publications included the booklet of essential health information, Facts for Life, as well as other publications as part of the "Education for All" and "Children in War" series. With regard to the Convention on the Rights of the Child, assistance was provided for accelerated ratification, implementation and monitoring. The development of a prototype of the programme manager data system was a major accomplishment of programme information management activities. The system is a tool for streamlining the way UNICEF manages the country programme process from the initial planning phase to the final evaluation. It also addresses the programme and financial accountability requirements of the organization through the development of user-friendly methods.

C. Cooperation with the United Nations and other agencies

15. During the biennium, IFPPE continued to support UNICEF involvement with non-United Nations resource institutions such as the International Children's Centre in Paris (France), the Society for International Development, the International Development Conference and the International Paediatric Association. In keeping with United Nations General Assembly resolution 47/199 of 22 December 1992, in which the Assembly emphasized the need for a common programme approach among United Nations agencies, UNICEF supported collaboration with its United Nations system partners. UNICEF cooperated with the United Nations resident coordinators who are primarily responsible for liaising with Governments on the formulation of a country strategy note as the basis for coordinated United Nations development assistance. UNICEF also participated in

the establishment of field-level committees to provide guidance on key inter-agency programme issues.

D. Knowledge generation, knowledge networks and experience exchange

16. Activities centred on training and the wider dissemination of significant lessons from national experiences. A training package for the control of diarrhoeal diseases (CDD) was revised and materials on acute respiratory infections (ARI) were added. A prototype booklet on CDD and breast-feeding was developed. Social mobilization case studies were undertaken in Brazil, the Philippines and the United Republic of Tanzania and prepared for publication. The Office of Social Policy and Economic Analysis undertook country-level training in unit costing and cost-effectiveness in the social sector.

E. Programme promotion

17. The annual State of the World's Children report is a major tool for programme promotion. The 1994 report was launched from the White House in Washington, D.C. and was issued simultaneously in Arabic, English, French, Portuguese and Spanish. It has been translated in full or in summary into 40 languages. Of major importance during the biennium were global initiatives such as enlisting the support of mayors as "Defenders of Children"; the International Conference on Assistance to African Children in 1992 and its follow-up, in collaboration with the Organization of African Unity (OAU); expansion of networks of non-governmental organizations (NGOs) and intergovernmental agencies supporting the decade goals and implementation of the Convention; and mobilization of religious, parliamentary and civic leaders for children's causes.

18. In summary, IFPPE has enabled UNICEF to (a) maintain an essential professional capacity for carrying out activities that are crucial for national capacity-building; (b) promote financial and institutional sustainability of programmes; (c) enhance and evaluate programme effectiveness; and (d) mobilize support at national and international levels for priority actions for children.

III. REGIONAL FUNDS

19. In 1991, the Executive Board approved separate funds to meet the special needs of regional offices (E/ICEF/1991/15, decision 1991/17). Regional funds comprise the Regional Fund for Programme Preparation, Promotion and Evaluation (RFPPE); three special funds in Latin America and the Caribbean, namely, the Special Adjustment Facility for Latin America and the Caribbean (SAFLAC), the regional fund for the Empowerment of Women for Development and the regional fund for Children in Especially Difficult Circumstances (CEDC); and the fund for Institutional Strategy for National Capacity-Building for Africa (financed solely by supplementary contributions). A budget of $28.4 million from general resources was approved for the 1992-1993 biennium. The amount of supplementary funds approved for the national capacity-building project for Africa was

$8.9 million. The allocations and expenditures by region are shown in tables 5 and 6.

20. The regional funds are the equivalent of IFPPE at the regional level. These funds enable regions to establish and maintain essential staff capacity for providing technical support to country programmes by assisting in capacity-building for programmes; helping to ensure that UNICEF policies and guidelines are reflected in country programmes; strengthening programme monitoring and evaluation functions in the region; and undertaking advocacy and mobilization activities. The activities are carried out by regional staff in close coordination and collaboration with technical advisers at headquarters.

21. The total number of international Professional and General Service staff charged to regional funds was 76 at the end of 1993, 41 in the Professional category and 35 in the General Service category (see table 10).

22. Capacity-building has been strengthened with assistance from regional funds mainly through workshops and training seminars on key programme subjects for national personnel and UNICEF staff. Other activities supported included the promotion of regional networks among research and training institutions and NGOs; and advocacy and mobilization work in collaboration with regional organizations and Governments. Programme-related and promotional publications were also financed from these funds. The funds also facilitated exchanges of experiences among countries on national programmes of action and decade and mid-decade goals, implementation of the Convention on the Rights of the Child and consensus-building on priorities for children. Further details about the use of regional funds are provided in the addendum to the present report.

23. In view of the continuing socio-economic difficulties in the Latin America and Caribbean region, and because of the relatively small UNICEF country programme budgets of these countries, the Executive Board approved the creation of SAFLAC and the regional funds for women and CEDC. Capacity-building in the formulation, implementation and monitoring of social policies and programmes in 20 countries have been supported by SAFLAC. The women's fund focused on improving the quality of life of low-income women and girls. Assistance from the CEDC fund enabled the incorporation of CEDC activities into country programmes.

24. Expenditure for higher-income countries from regional funds in 1992-1993 amounted to $1.4 million out of an approved amount of $2.6 million. These are countries where no regular UNICEF programmes are undertaken, but limited support is provided for high priority activities identified as catalytic and with a potential for high multiplier effects for children. An approach for early intervention for childhood disabilities and the production of a manual for health workers on CDD were supported through the UNICEF Area Office for Saudi Arabia and the Gulf Countries. UNICEF also provided limited assistance in training, social mobilization, communication, operations research and analysis for health, nutrition and early childhood education in a number of the Caribbean countries. More details are included in the addendum to the present report.

IV. PROGRAMME FUNDS FOR THE 1990s GOALS

25. The goals for the 1990s adopted by the World Summit for Children fall under the four sectoral categories of health, education, nutrition and water supply and sanitation. Essential intersectoral programmes for achieving those goals also include CEDC, child monitoring, women in development and programme communication. PF90s are intended for activities related to the goals in both the sectoral and intersectoral categories, based on opportunities for programme acceleration and innovation, for which funds are not provided and are not available from country programme budgets.

26. The approved budget for the biennium for PF90s was $75.2 million from general resources and $172.4 million in supplementary funds. Supplementary funds actually received amounted to $70.4 million. Total expenditures from general resources were $64.1 million, or 85 per cent of the approved amount. The expenditure of supplementary funds was $52 million, or 74 per cent of the funded amount (see tables 5 and 6).

27. PF90s are the major source of support for maintaining and strengthening secretariat capacity in the technical fields directly linked with the decade goals. Technical staff helped to identify, review and facilitate implementation of activities related to the mid-decade goals. As UNICEF country programmes are the main vehicle for implementing the 1990s goals for children, the same technical advisers provided necessary programming support to the country offices, in collaboration with the small number of regional technical staff; identified opportunities and promoted innovations and intensification of programme activities; supported advocacy and technical collaboration; and assisted the secretariat in meeting the accountability requirements of supplementary funds of the Executive Board and donors. Some 51 per cent of the headquarters allocations of PF90s was spent on personnel.

28. The appointment of 44 Professional and 17 General Service staff in health, nutrition, water supply and sanitation, education and the intersectoral units by headquarters was approved to be financed from PF90s for 1993. Actual employment stood at 29 Professional and 17 General Service staff at the end of 1993 (see table 9) owing to advance recruitment in posts approved for 1994 to meet programme needs.

A. Health

29. Twelve of the 27 decade goals adopted at the World Summit for Children are concerned directly with health. Over two thirds of the approved PF90s general resources budget for the biennium was allocated to the health sector. Ninety per cent of the supplementary funds contributions were also for health. Categories of activities in health supported from the global funds included:

(a) Reduction of child and maternal mortality (with a focus on CDD; the maintenance of universal child immunization; the promotion and treatment of ARI; support for safe motherhood; and the promotion of breast-feeding, with "baby-friendly" hospitals as a key element). With the identification of mid-decade goals related to mortality reduction, PF90s have provided support to

country programmes to undertake specific activities to ensure achievement of these goals, thus laying the groundwork for progress towards the end-decade goals. During the biennium, 19 countries in sub-Saharan Africa, 7 in Asia, 1 in the Middle East and North Africa region and 11 in Latin America and the Caribbean benefited from the mortality reduction component of PF90s;

(b) The building of primary health care (PHC) systems through the Bamako Initiative. The community management approach of the Bamako Initiative, which includes essential drugs, has proved to be cost-effective and sustainable. By the end of the biennium, in addition to 22 countries already implementing the Initiative, 5 countries in sub-Saharan Africa, 2 in Asia and 1 in Latin America adopted the approach;

(c) Human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS). Support was provided to 10 countries in Africa, 2 in Asia, 1 in the Middle East and North Africa region and 2 in Latin America and the Caribbean for adopting one or more of five key programming strategies for the prevention and control of HIV/AIDS transmission: (i) youth health promotion; (ii) school-based interventions; (iii) sexual and reproductive health promotion; (iv) family and community care; and (v) mass communication and mobilization;

(d) Children's Vaccine Initiative (CVI). An assessment of the global vaccine situation was completed and a strategy for vaccine self-sufficiency was developed. Experts visited 11 of the populous developing countries to consult on measures for self-sufficiency and quality control in vaccine production. Epidemiological capacity in countries was strengthened through inter-agency collaboration. Modest support for vaccine development research and fund-raising for CVI were also funded from PF90s;

(e) Dracunculiasis or guinea worm eradication. With support from PF90s, significant progress towards the elimination of transmission of the disease and its eventual eradication was maintained. A surveillance system based on the mapping of endemic locations covered five countries during the biennium. In collaboration with the World Health Organization (WHO), technical teams were established to provide support to countries in East and West Africa.

B. Nutrition

30. Support from PF90s facilitated wider acceptance of the UNICEF nutrition strategy in 25 countries that were able to develop or refine their nutrition strategies. UNICEF collaborated in global advocacy for effective policies and strategies with other donor and professional organizations such as the Canadian International Development Agency and the International Congress of Nutrition. With respect to the mid-decade goals, universal salt iodization is being accelerated and many countries have adopted an expanded programme on immunization (EPI)-plus strategy that includes the distribution of vitamin A. The establishment of a UNICEF global network of nutrition experts enabled the secretariat to meet the technical assistance needs of field offices.

C. Water supply and sanitation

31. During the biennium, 10 countries in sub-Saharan Africa, 8 in Asia, 1 in Latin America and the Caribbean and 1 in the Middle East and North Africa region benefited from PF90s to accelerate the achievement of the water supply and sanitation goals. Activities supported included capacity-building for monitoring at national and subnational levels; the development and use of a training package that integrates water supply, sanitation and hygiene education; and technical support for water supply and sanitation country strategies. Support from PF90s contributed to enhancing the health and socio-economic benefits of water supply by incorporating sanitation and hygiene education into the planning and implementation of activities and by making optimal use of resources and acceleration of coverage through the promotion of low-cost technologies.

D. Education

32. The education component of PF90s supported the formulation of national policies and strategies for achieving the decade goals related to Education for All and country programme activities related to achievement of the mid-decade goals such as reducing gender disparities as part of universalizing primary education. Countries also received assistance for the development of a system for monitoring and assessing learning achievement in primary education. UNICEF, in collaboration with the United Nations Educational, Scientific and Cultural Organization (UNESCO)and the United Nations Population Fund (UNFPA), was able to mobilize leaders in the nine most populous developing countries, thus intensifying national efforts towards achievement of the intermediate goals. UNICEF helped to develop strategies for the education of girls in Africa in partnership with other organizations in the Donors to African Education Group.

E. Intersectoral programmes

33. Intersectoral support for the decade goals focused on activities related to the gender aspects of the decade goals, CEDC, child monitoring, primary environmental care (PEC) and communication.

Gender

34. With respect to the prioritization of gender concerns in UNICEF programmes, training workshops were held and a training module on gender analysis of programmes was developed. Support was provided for advocacy of strategies for the elimination of female genital mutilation. Country programmes in preparation during the past two years were assisted in using the gender analysis framework. Several countries strengthened their capacities for the collection and analysis of gender-disaggregated data on the situation of children and women. The Women's Development Programmes Unit at the secretariat collaborated with international and national NGOs on gender issues, including preparations for the Fourth World Conference on Women.

Children in especially difficult circumstances

35. During the biennium, PF90s supported activities such as the psycho-social rehabilitation of children traumatized by war; education for peace; and programming for the transition from emergency assistance to the long-term normal development of children. Several countries received assistance for the integration of CEDC components into their country programmes or national programme of action processes. CEDC programme activities for street children and working children were strengthened through collaboration with NGO networks, United Nations agencies, Governments and communities.

Child monitoring

36. The capacity to monitor the situation of children and progress towards UNICEF programme goals at national and subnational levels was strengthened through the provision of technical assistance, the dissemination of methodologies and training. Support was provided for the regional analysis of comparative national data in different regions. A computer software package, Data Entry Enhancement and Display System (DEEDS), which facilitates the collection, analysis, display and retrieval of relevant monitoring data, was developed by the Middle East and North Africa Regional Office and is being adapted for wider use. The Progress of Nations, a global report containing comparative league tables of progress towards the decade goals, was produced in 1993 and will be published annually as a potent advocacy and mobilization tool.

Environment

37. The Environment Unit collaborated effectively with other international partners and NGOs in incorporating the decade goals for children into Agenda 21 of the United Nations Conference on Environment and Development. The Unit continued to participate in efforts of the United Nations system to elaborate and implement the strategies for sustainable development. The PEC concept was developed and included in situation analyses and programme strategies of several country programmes. The Television Trust for the Environment in the United Kingdom of Great Britain and Northern Ireland received funding for the production of the documentary, Growing Up, which depicts children growing up in various environments.

Communication in support of children's goals

38. A series of animated cartoon films on the girl child, called Meena, was designed and several segments were produced. These are being incorporated into national communication and advocacy programmes in South Asia. As part of the joint UNICEF/Food and Agriculture Organization of the United Nations (FAO) rural radio project, a training of trainers workshop was held for rural radio producers in francophone Africa. Other global initiatives included the 1993 International Children's Day of Broadcasting, which involved the participation of over 800 stations in 105 countries; collaboration with the Thomson Foundation (United Kingdom) in designing a journalism course to make journalists aware of development issues concerning children and women; and a training course on audio-visual management held at Amman, in cooperation with Radio Netherlands and the Australian Broadcasting Corporation. Support also was provided for a three-

month course on social mobilization for UNICEF staff and their national counterparts at Tulane University (United States of America) and associated institutions in developing countries.

39. The following conclusions emerge about the use of PF90s:

(a) These funds provided crucial support to increase and sustain the momentum for the 1990s goals, especially child immunization and other health and nutrition goals, including salt iodization, dracunculiasis eradication and CDD;

(b) PF90s gave added impetus to the development and wider acceptance of appropriate programme strategies in such areas as HIV/AIDS, the building of PHC systems and universal primary education;

(c) PF90s enhanced the capacity of UNICEF to collaborate with partners in promoting and supporting the decade goals. The funds enabled UNICEF to maintain and strengthen the technical capacity to support the field programme and to collaborate with others in advancing the goals;

(d) The field activities supported by PF90s have contributed primarily to programme acceleration and intensification, although many of the programmes also contained elements of innovation. It is, however, difficult to characterize those activities or their outcomes purely as acceleration or innovation.

40. On the whole, support from PF90s was crucial for the intensification of activities in country programmes that are necessary for the achievement of the mid-decade goals, thus laying the foundation for accelerated progress towards the decade goals.

V. EMERGENCY PROGRAMME FUND

41. EPF was established as a revolving fund to provide ready resources for UNICEF emergency interventions. It has been instrumental in enabling UNICEF not only to respond rapidly to small-scale emergencies, but also to initiate start-up actions for large-scale and complex emergencies. Furthermore, EPF supports UNICEF overall efforts in policy development, coordination and capacity-building to strengthen the organization's response to emergencies.

42. During the biennium, $9.1 million was disbursed from EPF to 42 countries. Sub-Saharan Africa continued to receive the highest share of 38 per cent of total EPF allocations; the new independent States and countries in Central and Eastern Europe received 30 per cent. Latin America and the Caribbean, Asia and the Middle East and North Africa regions received 16, 9 and 7 per cent, respectively.

43. During the biennium, EPF allocations were made to countries that had been devastated by natural catastrophes such as drought, floods and earthquakes. Support was provided to Madagascar, Malawi, Namibia, Zambia and Zimbabwe. Assistance was given to countries in the grip of man-made emergencies such as Angola, Somalia and the former Yugoslavia. EPF also provided emergency assistance to countries that were not covered by the consolidated inter-agency

appeals. Liberia and Sierra Leone received EPF allocations for the rehabilitation of child soldiers.

44. The UNICEF Office of Emergency Programmes carried out its activities in close collaboration and cooperation with the Department of Humanitarian Affairs of the United Nations Secretariat as well as with the Office of the United Nations High Commissioner for Refugees (UNHCR), the Red Cross, WHO and non-governmental relief organizations. The office's eight international Professional and four General Service personnel as well as operating costs were financed from EPF. Two international staff were seconded to the Department of Humanitarian Affairs of the United Nations Secretariat. Capacity-building in the management of emergencies was strengthened through training sessions and consultative workshops. Details regarding emergency operations and the use of EPF are provided in the addendum to the present report.

VI. CRITERIA FOR THE ALLOCATION TO HEADQUARTERS OF PROGRAMME FUNDS FOR THE 1990s GOALS

45. In its decision 1993/21 (E/ICEF/1993/14), the Executive Board requested the Executive Director to provide information on the criteria used for the allocation of PF90s for headquarters-based activities. Information regarding the criteria used in formulating and appraising proposals for funding country-level activities from PF90s was provided to the Executive Board in document E/ICEF/1993/CRP.25.

46. As indicated in the documents entitled "The structure and format of budget documents: proposed format for global funds programme budgets" (E/ICEF/1992/AB/L.1) and "Global funds programme recommendation: revised 1992-1993 and proposed 1994-1995 programme budgets" (E/ICEF/1993/P/L.3 and Add.1), the general objectives served by global funds are:

(a) To provide additional programme resources to countries for the introduction and acceleration of actions in priority areas of UNICEF programmes, when not otherwise available from re-programmable resources, in the middle of a normal five-year programme cycle and to build capacity for sustainable programmes;

(b) To provide technical support to countries from headquarters and regional offices in programme development, implementation and evaluation;

(c) To promote awareness of children's needs and problems at regional and international levels; to articulate goals, priorities, policies and strategies for meeting children's needs; and to help mobilize support and resources for programmes for children and women;

(d) To support inter-institutional cooperation and collaboration, including networking and experience exchange, at international, regional and intercountry levels.

47. The objectives in paragraph 46 (a) above are served by allocations made from PF90s to field offices applying the criteria indicated in document

E/ICEF/1993/CRP.25 noted in paragraph 45 above. The objectives in paragraphs 46 (b), (c) and (d) above relate to activities managed from headquarters and regional offices and are financed from PF90s, IFPPE and the regional funds.

48. There is a basic difference between the ways in which global funds programme budgets are used at the headquarters and at the country level. Approximately three quarters of PF90s are set aside, with the approval of the Executive Board, for field activities within each biennium budget to be allocated in response to proposals received from country offices. This amount, as explained in paragraph 46 (a) above, addresses, in the middle of a country programme cycle, unanticipated needs and activities that would help to seize special opportunities to accelerate progress towards the achievement of the decade goals. The individual proposals received from field offices are reviewed and approved by the Child Survival and Development Committee according to the criteria set for this purpose.

49. The headquarters part of the global funds programme budgets, on the other hand, has a different but complementary purpose. It is not designed to meet unanticipated needs and is not allocated throughout the biennium for specific activities. The Executive Board specifically approves headquarters allocations under PF90s and IFPPE on a biennial basis on the basis of detailed line item budget proposals. The proposals submitted by the secretariat are expected to conform to the general objectives of the global funds noted above (see para. 46 (b), (c) and (d) above), as well as to the more specific purposes of IFPPE and PF90s outlined in documents E/ICEF/1992/AB/L.1 and E/ICEF/1993/P/L.3 and Add.1. The specific purposes of PF90s are (a) to support experimentation and innovation as well as intensification of activities contributing to the achievement of the decade goals; (b) to help seize opportunities for programme acceleration; (c) to promote international technical cooperation; and (d) to support programme advisory services. The activities take place at both headquarters and at the field level. The headquarters expenditures cover essential programme advisory services and expenditures associated with policy development, design of pilot-scale programmes to test modalities, participation in programme development in selected countries and arrangements for experience exchange (see E/ICEF/1993/P/L.3, paras. 187 and 188).

50. The biennial programme budget for PF90s for headquarters includes details for PF90s as a whole, the main five components of PF90s (health, education, water supply and sanitation, nutrition and intersectoral programmes) and the sub-components in certain priority areas (health - mortality reduction reserve (MMR), Bamako Initiative, HIV/AIDS, CVI and dracunculiasis eradication; nutrition - nutrition (general), breast-feeding and micronutrients; and intersectoral programmes - women's programme, CEDC, child monitoring, environment and global communication). For consolidated PF90s, the five component funds and the sub-components, budgets by line items are presented under the following categories:

(a) Programme inputs: (i) materials and publications; (ii) training; (iii) cash assistance; and (iv) supply assistance;

(b) Staff costs: (i) international Professional; (ii) local staff; and (iii) consultants;

(c) Non-staff costs: (i) travel; (ii) furniture and equipment; and (iii) miscellaneous supplies and services.

51. In addition to those breakdowns, separate tabular presentations of numbers and levels of Professional posts and General Service staff proposed to be employed at headquarters with global funds support are presented for Executive Board approval. In contrast, for country allocations of PF90s, only a total amount for all countries for the biennium is approved by the Executive Board.

52. As opposed to the budget for field activities supported by PF90s, the detailed budget proposal for headquarters activities requires review and approval by the Executive Board, leaving little discretion to the secretariat as to the actual allocation of funds. Once the Executive Board approves the biennial headquarters allocations under IFPPE and PF90s on the basis of detailed line item budget proposals, the annual phasing and any necessary adjustments within the limits approved by the Executive Board are authorized at the beginning of each year by the Child Survival and Development Committee.

53. The programme for headquarters support activities for UNICEF overall programme priorities and strategies reflects the priorities in the medium-term plan approved by the Executive Board. However, in contrast to standard five-year country programmes, the budget proposals for headquarters activities are approved for a biennium, and a significant part of the approved funds is allocated to staff and staff-related costs, which enables UNICEF to maintain an appropriate professional capacity at headquarters.

54. Therefore, the relevant question regarding the budget and allocations for headquarters from global programme funds does not concern the criteria used to make allocations for headquarters since no project-by-project allocations are made throughout the biennium as is the case with field allocations. The relevant question concerns the criteria or guidelines for proposing to the Executive Board a certain amount for the headquarters global programme, broken down by line items and activities in the programme budget. The following considerations are relevant in the preparation of programme budget proposals and their subsequent approval by the Executive Board:

(a) The UNICEF programme priorities in the medium-term, which are reviewed by the Executive Board through the rolling four-year medium-term plan documents, provide a framework of objectives and strategies for the headquarters global funds programme. The activities and categories of tasks related to the general objectives of the global funds and the specific purposes of IFPPE and PF90s, which have to be managed from headquarters and for which headquarters has to take specific responsibility, are identified. This then serves as the basis for preparing the headquarters programme budget proposals. The decade and mid-decade goals are clearly prominent in the current medium-term plan as well as in the global funds activities both at headquarters and in the field. The sectoral distribution of global programme funds at headquarters reflects the overall balance of UNICEF efforts in relation to the decade goals;

(b) Global and international aspects of advocacy and mobilization and technical collaboration related to UNICEF programme objectives and strategies, as well as the essential field support functions of headquarters (necessary even in a highly decentralized structure), are clearly the important elements of the headquarters programme budget proposals. The requirements of accountability, such as responding to Board requests, providing it with necessary information and ensuring that Board-mandated policies and priorities are reflected in UNICEF programmes, as well as reporting to and conversing with donors and other partners, are reflected in the global funds budget proposals for headquarters. The needs of each sector are reflected in the proposed activities and provide the basis for the breakdown by line item, including staff and non-staff costs within each sectoral component of the global funds. IFPPE and PF90s are the main sources of funding for those activities;

(c) Staffing requirements constitute the largest share of the IFPPE and PF90s headquarters budgets, especially the general resources component. This enables headquarters to maintain a minimum professional staff capacity without which UNICEF headquarters would not be able to meet its statutory obligations to develop sound programme policies, interact with other agencies and provide policy guidance and technical support to field offices in various sectors of its programme support. The staff positions supported from IFPPE are those concerned with ongoing technical programme functions not exclusively connected with a specific programme sector. PF90s, on the other hand, support posts related to tasks in programme sectors and those directly concerned with decade programme goals.

55. Therefore, the basis for reviewing and determining the allocation of global funds for headquarters-managed activities must be an assessment of the appropriate role of the headquarters of an organization such as UNICEF, given its mandate and objectives, the volume of resources it administers in various sectors and the broad advocacy role that it is expected to play on behalf of children and women.

VII. IMPLICATIONS OF TRANSFERRING THE INTERREGIONAL FUND FOR PROGRAMME PREPARATION, PROMOTION AND EVALUATION ACTIVITIES TO THE ADMINISTRATIVE AND PROGRAMME SUPPORT BUDGET

56. In its decision 1993/21 (resolution 3, para. 5), the Executive Board requested that "the Executive Director examine the implications of preparing future budgets reflecting the transfer of programme preparation and evaluation activities from the global funds to the administrative and programme support budget". The response of the Executive Director, based on careful consideration of pros and cons, follows.

57. The documents entitled "The structure and format of budget documents: proposed format for global funds programme budgets" (E/ICEF/1992/AB/L.1) and "Global funds programme recommendation: revised 1992-1993 and proposed 1994-1995 programme budgets" (E/ICEF/1993/P/L.3 and Add.1) explain the purposes and components of IFPPE, which are:

(a) Policy formulation - supporting programme policy formulation, including knowledge networking and articulating programme priorities;

(b) Programme preparation - reviewing and improving systems of programme preparation, building programme capacities and supporting country programme preparation selectively;

(c) Programme evaluation - including establishing and improving systems and techniques, conducting evaluations selectively, collecting and disseminating lessons and improving evaluation capacity;

(d) Programme promotion - including support for cooperation with other agencies and organizations and production of general purpose programme publications.

58. The major activities undertaken in support of the above-mentioned objectives fall under the following categories:

(a) Studies and evaluation:

(i) Global studies;

(ii) Preparation of programme manual;

(iii) Evaluation;

(b) Special programme areas:

(i) Work on adjustment/development with a human face;

(ii) Production of Facts for Life materials;

(iii) Programme publications;

(iv) Work on the Convention on the Rights of the Child;

(v) Programme information management;

(vi) History project;

(c) Cooperation with the United Nations and other agencies:

(i) Information base and statistics;

(ii) Collaboration with Rehabilitation International and other resource institutions;

(iii) Subcommittee on Nutrition of the Administrative Committee on Coordination;

(iv) United Nations inter-agency collaboration;

(d) Knowledge generation, knowledge networks and experience exchange:

(i) PHC;

(ii) Urban basic services;

(iii) Programme communication;

(iv) Work on costs and economics of programmes;

(e) Programme promotion:

(i) State of the World's Children report;

(ii) Support for NGOs and intergovernmental organizations;

(iii) Public participation (social mobilization and work with parliamentarians);

(iv) National Committees for UNICEF.

59. The purposes of IFPPE and the activities supported by it as described above are integral parts of UNICEF programme development and implementation. IFPPE and its regional equivalent (RFPPE) are the vehicles for providing the essential and continuous technical support for UNICEF programmes in the countries, ensuring the implementation of UNICEF programme policies and priorities, and undertaking regional and global programme activities complementary to field programmes. IFPPE activities constitute a distinct category because they are of a continuous nature, unlike PF90s. Yet they cannot be incorporated within country programme budgets as these have to be planned and carried out on a global and intercountry basis.

60. The purposes of the administrative and programme support budget, indicated by the "Objects of expenditure", fall under the following categories (see E/ICEF/1993/AB/L.1):

(a) International staff costs, including remuneration, travel, staff training and medical benefits for staff in established core posts;

(b) Local staff costs for established posts, including all related costs as well as temporary Professional and support staff considered necessary to augment the established staff strength from time to time;

(c) General operating costs of offices, including travel on official business, office accommodation and maintenance, communication, services, transport, furniture and equipment, computers and general purpose information support;

(d) UNICEF packaging and assembly centre costs for supply operations.

61. As noted above, the administrative and programme support budget provides for the establishment and maintenance of a core capacity of the organization

with staff, premises and equipment at headquarters locations and in the world-wide network of field offices. This budget is not intended to cover the needs of specific programme activities, which are designed, managed and implemented in the context of overall UNICEF programme priorities and country programme objectives.

62. In line with the criteria adopted by the Executive Board in 1992 for core and project posts (see E/ICEF/1992/AB/L.15 and E/ICEF/1992/14, decision 1992/36 E), most of the IFPPE-related posts (80 per cent of Professional and General Service posts) have been determined to be project posts and are financed from IFPPE. The remaining 20 per cent (or six Professional and seven General Service posts in 1993) have been judged to be core posts according to relevant criteria and are funded from the administrative and programme support budget. Therefore, since the majority of IFPPE-funded posts do not meet the criteria for core posts, they are ineligible to be financed from the administrative and programme budget. Merging IFPPE with the administrative and programme support budget, therefore, would result in inconsistencies and a less transparent budget presentation.

63. The separate IFPPE budget for each biennium is presented as part of the global programme budgets. It is complementary to other global funds programme proposals and is subjected to the scrutiny of the Executive Board when it considers the programme budgets. The administrative and financial aspects of IFPPE also receive the usual scrutiny of the Advisory Committee on Administrative and Budgetary Questions as well as the Executive Board. The review of the programme content and its justification in the IFPPE proposal are not likely to be extensive or related to other programme activities proposed for headquarters, as is the case for PF90s, if current IFPPE activities are merged with the presentation of the overall administrative and programme support budget.

64. In conclusion:

(a) The activities supported by IFPPE are programme activities and are integral parts of UNICEF programme development and implementation;

(b) IFPPE activities are planned and managed as complementary to other headquarters global funds programme proposals and, therefore, need to be reviewed in relation to these programme budget proposals;

(c) Merging IFPPE with the administrative and programme support budget would result in inconsistencies in the application of the criteria for designating and financing core and project posts;

(d) Maintaining IFPPE as a distinct programme funding category with its current objectives and components serves better the purposes of clarity and transparency of budget proposals.

Table 4. Consolidated global funds: Summary of budget and expenditure by budget line for the biennium 1992-1993

(In thousands of United States dollars)

	Approved budget	Expenditure 1992-1993	Percentage utilization
General resources			
Country/regional programme allocations	84,371	67,848	80
Headquarters allocation			
Programme inputs			
Material and publications	6,124	4,422	72
Training	3,587	3,257	91
Cash assistance	15,985	14,081	88
Supply assistance	354	227	64
Subtotal, Programme inputs	26,050	21,987	84
Staff costs			
International Professional	17,173	14,669	85
Local staff	5,261	6,093	116
Consultants	5,938	6,516	110
Subtotal, Staff costs	28,372	27,278	96
Non-staff costs			
Travel	3,008	3,253	108
Furniture and equipment	440	455	103
Miscellaneous supplies and services	371	415	112
Subtotal, Non-staff costs	3,819	4,123	108
Total, Headquarters	58,241	53,388	92
Total, General resources	142,612	121,236	85
Supplementary funding			
Country/regional programme allocations	166,946	49,658	
PP90s			
Regional funds			
Headquarters allocation			
Programme inputs			
Material and publications	605	103	
Training	1,006	142	
Cash assistance	9,297	1,377	
Supply assistance	470	0	
Subtotal, Programme inputs	11,378	1,622	
Staff costs			
International Professional	985	649	
Local staff	287	257	
Consultants	1,223	366	
Subtotal, Staff costs	2,495	1,272	
Non-staff costs			
Travel	320	131	
Furniture and equipment	110	0	
Miscellaneous supplies and services	70	87	
Subtotal, Non-staff costs	500	218	
Total, Headquarters	14,373	3,112	
Total, Supplementary funding	181,319 a/	52,770	
GRAND TOTAL	323,931	174,006	

a/ Includes both funded and unfunded supplementary funding. Only $71.3 million was actually funded as of 31 December 1993. See table 6, which also shows the percentage of utilization against the funded amount, for further details.

Table 5 Consolidated global funds: Summary of budget and expenditure by fund - general resources - for the biennium 1992-1993

(In thousands of United States dollars)

Fund	Approved budget	Expenditure 1992-1993	Percentage utilization
IFPPE			
Studies and evaluation	2,992	3,010	101
Special programme support areas	6,407	4,359	68
Cooperation with United Nations and other agencies	3,420	2,972	87
Knowledge generation, knowledge networks and experience exchange	6,043	5,407	89
Programme promotion	6,138	5,436	89
Subtotal, IFPPE	25,000	21,184	85
Regional funds			
RFPPE - West and Central Africa	2,912	2,898	100
RFPPE - Eastern and Southern Africa	3,009	2,916	97
RFPPE - Americas and the Caribbean	2,523	2,252	89
RFPPE - East Asia and the Pacific	3,134	2,355	75
RFPPE - South Asia	2,521	1,625	64
RFPPE - Middle East and North Africa	1,824	1,581	87
RFPPE - High-income countries	2,552	1,437	56
Americas - SAFLAC	8,355	8,082	97
Americas - Women	600	574	96
Americas - CEDC	1,000	928	93
Subtotal, Regional funds	28,430	24,648	87
PPPDs			
Health			
MRR	22,900	20,743	91
Bamako Initiative	6,321	7,007	111
AIDS	3,446	3,157	92
CVI	4,643	2,268	49
Dracunculiasis eradication	2,975	2,730	92
Subtotal, Health	40,285	35,905	89
Nutrition			
Nutrition	2,946	2,402	82
Micronutrients	2,806	3,022	108
Subtotal, Nutrition	5,752	5,424	94
Water supply and sanitation	2,000	1,755	88
Education	16,653	13,282	80
Intersectoral programme funds			
Women	2,000	973	49
CEDC	678	625	92
Child monitoring	4,084	2,912	71
Environment	2,590	2,452	95
Global communication	1,140	773	68
Subtotal, Intersectoral	10,492	7,735	74
Subtotal, PPPDs	75,182	64,101	85
EPF	14,300	11,303	81
GRAND TOTAL	142,912	121,236	85

Table 6. Consolidated global funds: Summary of budget and expenditure by fund - supplementary funds - for the biennium 1992-1993

(In thousands of United States dollars)

Fund	Approved budget 1992-1993	Amount funded 1992-1993	Expenditure 1992-1993	Percentage utilization
IFPPE	0	0	0	N/A
Regional funds				
Fund for Institutional Strategy for National Capacity-Building for Africa	8,904	930	811	87
PF90s				
Health				
MRR	79,769	54,729	41,895	77
Bamako Initiative	36,352	5,765	4,310	75
AIDS	4,549	2,626	1,513	58
CVI	10000	67	67	100
Subtotal, Health	130,670	63,187	47,785	76
Nutrition				
Nutrition	6650	2055	1315	64
Micronutrients	2049	216	215	100
Subtotal, Nutrition	8699	2271	1530	67
Water supply and sanitation	5,000	454	0	0
Education	6,000	635	33	5
Intersectoral programme funds				
Women	3,000	0	0	N/A
CEDC	4,922	617	562	91
Child monitoring	5,000	0	0	N/A
Environment	6,000	421	98	23
Global communication	3,124	2,782	1,951	70
Subtotal, Intersectoral	22,046	3,820	2,611	68
Subtotal, PF90s	172,415	70,367	51,959	74
EPF	0	0	0	N/A
GRAND TOTAL	181,319	71,297	52,770	74

Table 7. Consolidated global funds: Summary of allocations to countries/regions for the biennium 1992-1993

(In thousands of United States dollars)

	Regional funds 1992-1993	PF90s 1992-1993	EPF 1992-1993	Total 1992-1993
General resources				
Africa	5,921	15,578	3,447	24,946
Americas and the Caribbean	12,478	10,272	1,450	24,200
Asia	5,655	7,698	808	14,161
Middle East and North Africa	1,824	3,154	649	5,627
Central and Eastern Europe, the Baltic States and the new independent States	0	0	2,758	2,758
High-income countries	2,552	0	0	2,552
Intercountry		773	0	773
Subtotal, General resources	28,430	37,475	9,112	75,017
Supplementary funds				
Africa	997	18,986	0	19,983
Americas and the Caribbean	0	7,488	0	7,488
Asia	0	18,436	0	18,436
Middle East and North Africa	0	5,048	0	5,048
Central and Eastern Europe, the Baltic States and the new independent States	0	102	0	102
Subtotal, Supplementary funds	997	50,060	0	51,057
Total	29,427	87,535	9,112	126,074

Table 8. Consolidated global funds: Summary of headquarters posts by level as at 31 December 1993

	Approved 1992-1993	Actual as of 31 Dec. 1993	Increase/ decrease
General resources			
International Professional			
L-7	4	4	0
L-6	6	6	0
L-5	21	22	1
L-4	28	28	0
L-3	9	11	2
L-2/L-1	6	6	0
Subtotal, International Professional	74	77	3
General Service	55	55	0
Total, General resources	129	132	3
Supplementary funds			
International Professional			
L-7	0	0	0
L-6	0	0	0
L-5	1	3	2
L-4	3	3	0
L-3	2	3	1
L-2/L-1	1	1	0
Subtotal, International Professional	7	10	3
General Service	3	3	0
Total, Supplementary funds	10	13	3
GRAND TOTAL	139	145	6

Table 9. Headquarters project posts charged directly to global funds general resources for the biennium 1992-1993

Post/level	Approved 1992	Approved 1993	Actual as of 31 Dec. 1992	Actual as of 31 Dec. 1993
IFPPE				
L-7	1	1	1	1
L-6	5	5	5	5
L-5	8	8	8	8
L-4	14	14	14	14
L-3	8	8	8	9
L-2	3	3	3	3
IP	39	39	39	40
GS	34	34	34	34
Total IFPPE	73	73	73	74
PF90s				
L-7	2	2	2	2
L-6	1	1	1	1
L-5	14	13	14	14
L-4	9	10	9	10
L-3	0	0	0	1
L-2	1	1	1	1
IP	27	27	27	29
GS	16	17	16	17
Total PF90s	43	44	43	46
EPF				
L-7	1	1	1	1
L-4	2	4	2	4
L-3	0	1	0	1
L-2	0	1	0	1
L-1	1	1	1	1
IP	4	8	4	8
GS	4	4	4	4
Total EPF	8	12	8	12
Total IP	70	74	70	77
Total GS	54	55	54	55
Total, Global funds	124	129	124	132

IP = international Professional
GS = General Service

Table 10. Regional posts charged directly to general resources regional funds for the biennium 1992-1993

Post/Level	Approved 1992	Approved 1993	Actual as of 31 Dec. 1992	Actual as of 31 Dec. 1993
WCARO				
L-5	5	5	5	5
L-4	1	0	1	1
L-3	2	2	2	2
IP	8	7	8	8
GS	5	5	5	5
Total WCARO	13	12	13	13
ESARO				
L-5	5	5	5	5
L-3	3	3	3	3
IP	8	8	8	8
GS	7	7	7	7
Total ESARO	15	15	15	15
TACRO				
L-6	0	1	0	1
L-5	6	4	6	4
L-4	0	1	0	1
NO-B	1	1	1	1
IP	7	7	7	7
GS	4	4	4	4
Total TACRO	11	11	11	11
EAPRO				
L-6	1	1	1	1
L-5	4	3	4	3
L-4	1	1	1	1
L-3	2	2	2	2
IP	8	7	8	7
GS	4	4	4	4
Total EAPRO	12	11	12	11
SARO				
L-5	5	4	5	4
L-4	1	1	1	1
NO-A	0	1	0	1
IP	6	6	6	6
GS	12	10	12	10
Total SARO	18	16	18	16
MENARO				
L-5	3	3	3	3
NO-C	1	0	1	0
NO-B	2	2	2	2
IP	6	5	6	5
GS	5	5	5	5
Total MENARO	11	10	11	10
Total IP	43	40	43	41
Total GS	37	35	37	35
GRAND TOTAL	80	75	80	76

IP = international Professional
GS = General Service
NO-A, B and C = National Officer
EAPRO = East Asia and Pacific Regional Office
ESARO = Eastern and Southern Africa Regional Office
MENARO = Middle East and North Africa Regional Office
SARO = South Asia and North Africa Regional Office
TACRO = The Americas and the Caribbean Regional Office
WCARO = West and Central Africa Regional Office